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ABSTRACT

This book describes the mindshift that is the key to successful community capacity building and to the development of social and economic structures that nurture local sustainability. Its focus is how the development of community, through community capacity building, connects, animates, and informs citizens. Chapter I introduces community building and describes development of a model or path for community capacity building and asset mapping. Chapter II focuses on making the mindshift, nurturing new thinking, and challenging services and systems through talking. Chapter III addresses breaking out of the boxes into which systems/institutions have categorized individuals, which perpetuates the dependent and fragmented way of life through which health, social, and education systems have developed in Canada. It talks about building from assets. Chapter IV lists the values and assumptions upon which community capacity building is based. Chapter V asks readers to consider their readiness to move thinking into action. Chapter VI contains 71 references and names and addresses of 7 other contacts and training sources. The appendixes provide the following: "Building on Capacities Philosophy," "Community Capacity Building and Asset Mapping: Model Summary," steps to capacity success, a glossary, and community building and gift sharing stories and challenges. (YLB)

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ED 414 504

Thinking About Community Capacity Building & Asset Mapping

"OurBook is YourBook"

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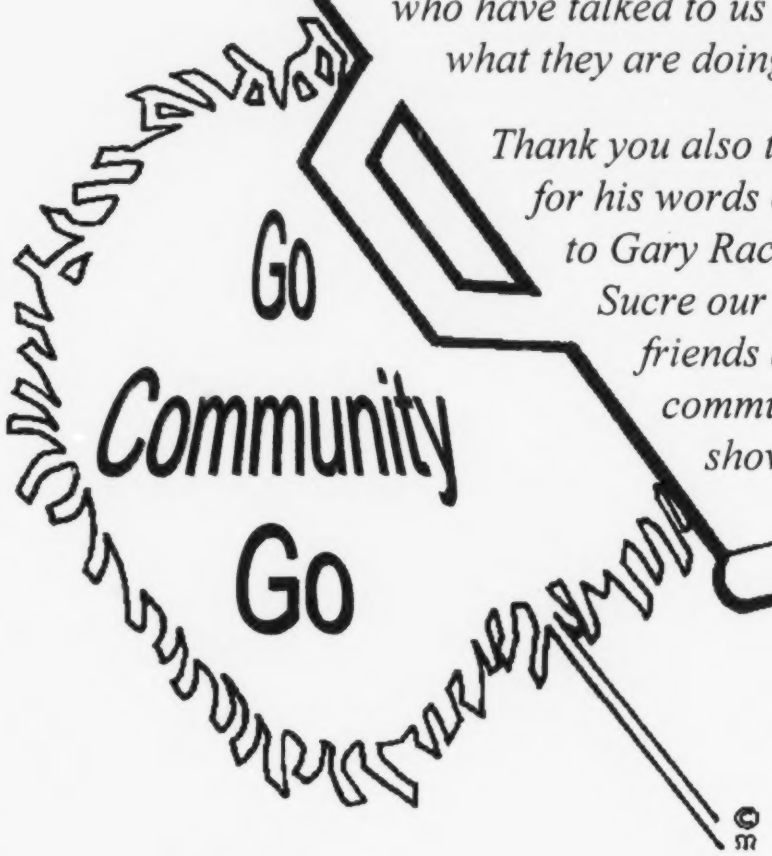
Acknowledgement

Thank you to the many people and communities who have shared their experiences with us and allowed us to be part of their lives - to the Caritas Health Group for getting us started, the Alberta cities and towns of Edmonton, Swan Hills, Whitecourt, Calling Lake, Alberta Community Development, and of course Stratford PEI; and all the e-mailers and Community Builders who have talked to us and shared what they are doing!

Thank you also to John McKnight for his words of wisdom and to Gary Racich and Hilda Sucre our wonderful friends and informal community leaders who showed us the way!



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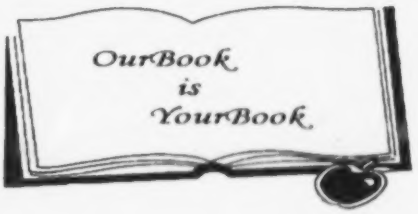
I. COMMUNITY BUILDING



Introduction and Background

WHAT IS THIS BOOK ABOUT?

We hope you enjoy reading "OurBook is YourBook" as much as we have enjoyed the experiences and the writing that has contributed to it. This book was created in answer to the many questions that people (who connected to us through our home page on the Internet, or by word-of-mouth) have asked. We thought this would be a great way to further share our thoughts and experiences - so enjoy, think hard, challenge yourself, and talk to others!!

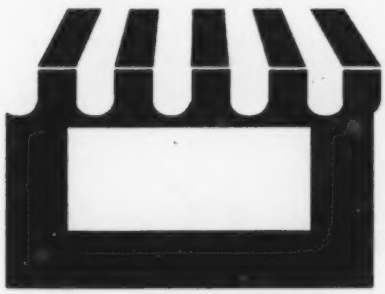
"OurBook is YourBook" may guide you to a "mind shift." It will generate excitement as you begin, or continue your journey to find, recapture or share the feeling, philosophy, or optimistic view of the world through "asset-based lenses." Through these lenses the incredible potential of the gifts of fellow citizens will come into focus. The excitement of discovering gifts builds momentum so we can move from the present way that many of us work and live, in a service provider, dependency-promoting, needs driven, environment. This new environment is creative. Everyone works and lives interdependently through discovery and building, talking and asking, finding, nurturing, connecting and sharing, citizens' and communities' resources and assets.

This is Building on Capacities, Community Capacity Building, Community Building, or Asset-Based Community Development! In "OurBook is YourBook" each of these means creativity, opportunity, interdependence, the feeling of family and friends, and potentiating the resources and assets of citizens and communities!

The development of community, through Community Capacity Building connects, animates, and informs citizens. In "OurBook is YourBook"we will discuss how our community experiences have taught us to think, and as well, the mindshift that is key to successful Community Capacity Building, ***and*** to the development of social and economic structures that nurture local sustainability.

We have found ways to operationalize Community Capacity Building. We have learned the catalysts to the discovery and connecting of the wealth of unrecognized gifts and resources in a community. Our next book, "Making It Happen - Community Capacity Building & Asset Mapping", will guide you and your community in the actions necessary for Community Capacity Building & Asset Mapping to happen.

You will find us* in an old classroom located in an Edmonton high school. We work with Edmonton and some Alberta communities as a part of the Capital Health Authority. We enjoy our work with citizens and groups, with whom we facilitate the discovery and development of local supports for health that will stimulate and sustain local social and economic development. Our Community Building work in the health system is built on our belief that health is determined by many factors which are not limited to the old focus on illness and disease. These factors may include: having a nice place to raise children, the social environment, low crime rates, freedom from fear, safety, strong family life, and an economic environment that provides good jobs (Canadian Institute for Advance Research 1989 and 1991, Health Care Forum, 1994).



We have also opened a small private business called ***COMMUNITY BUILDING RESOURCES.*** It is within this capacity that we have written this book and from which we work with many other groups and citizens across Canada and the United States. "Ourbook is Yourbook" is based on experiences from our work in health, and through our experiences as facilitators, catalysts and navigators with ***COMMUNITY BUILDING RESOURCES.***

When we began in 1993 we hoped to learn more about ways to find, connect, and develop local supports for health - that is, health in the broadest sense, (clean air, safe neighbourhoods, friendships, connections, sharing, fun, willingness to help each other, etc.).

We wanted to learn from the wisdom of local communities and we wanted to see the impacts of Community Building on the health of a community and its citizens. We started by reading the work of Kretzmann and McKnight (1993), talking with John McKnight, and partnering with the Glenwood Community League, a neighbourhood group representing a West Edmonton community. We embarked on a "Community Capacity Building and Asset Mapping" pilot project. The project involved asking citizens,business and associations in that community "What supports for health would you be willing to provide to citizens in your community on a volunteer or for fee basis?" The number and wide range of community supports for health, the connections and partnerships, and the relationships that emerged from the pilot project were far greater than we expected.

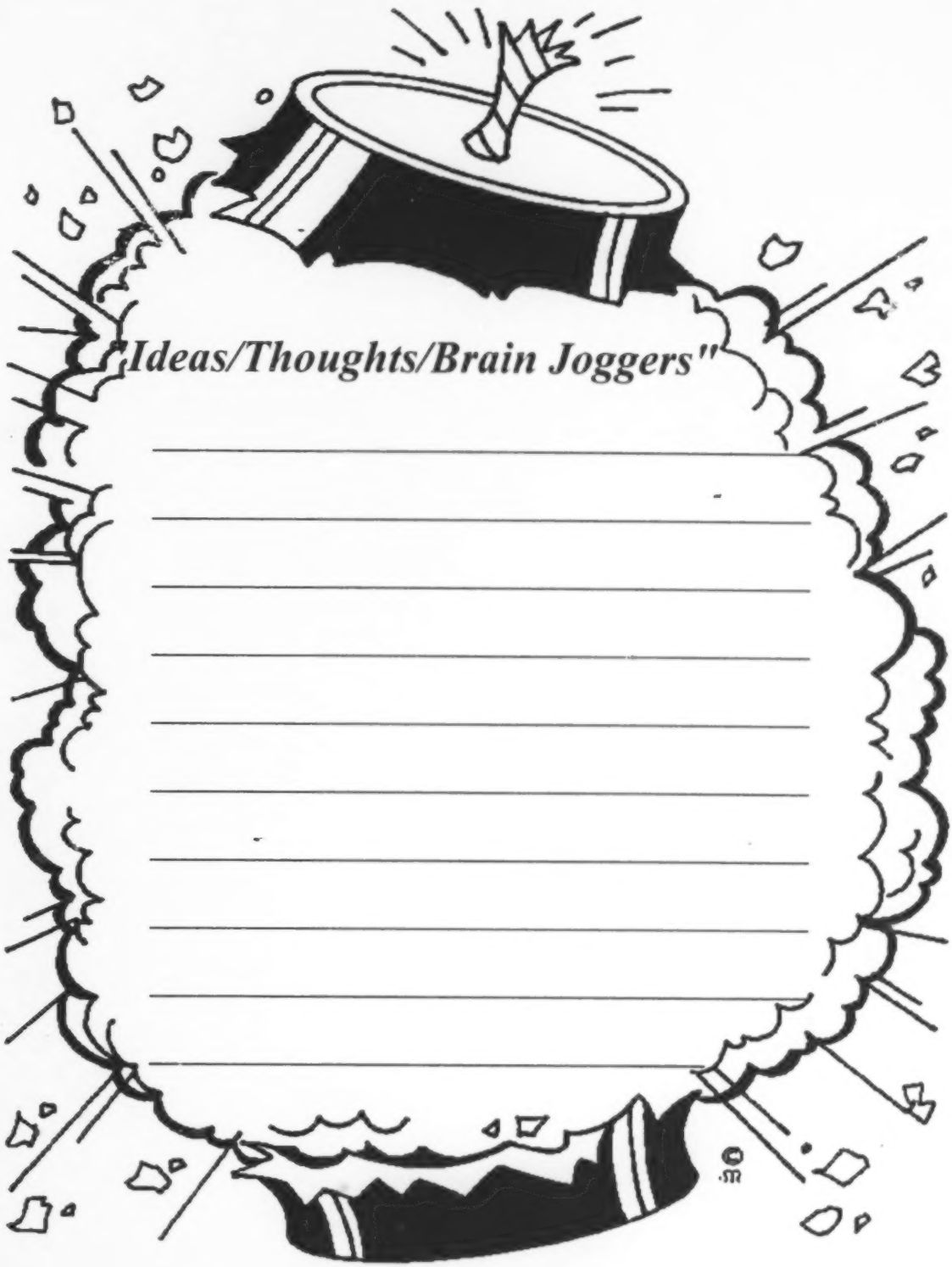
Because the exciting outcomes of the Glenwood pilot reached far beyond the conventional paradigm, a model or path for Community Capacity Building & Asset Mapping was developed.

* Who's Us? - Angie, Johanna, Susan are full time and always around. Graham, Marci, Jenny, Mitch, Dwayne, and others are in and out on contract with us and generally support Community Building in their studies and their other work in education, provincial community development, community, etc.

This model has since been shared with other communities in the city of Edmonton, and in towns in the provinces of Alberta and Prince Edward Island. The model emphasizes the positive - community strengths, citizen gifts, and resources. It stimulates the development of an animated, activated community. It also increases business opportunities and nurtures the development of an interdependent community (see appendix A - Building On Capacities Philosophy and appendix B - Community Capacity Building and Asset Mapping: Model Summary and Spiral with Steps). The word "model" may not be quite the right word; it is really a guide or a path to follow!

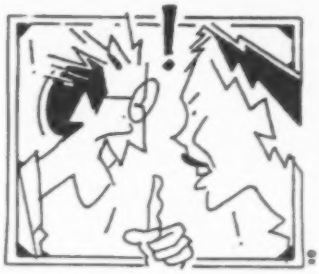
Through sharing the model with others, and working hand-in-hand with communities as they try it out, we have learned a great deal. We have learned about community involvement and citizen participation. We have also learned about ways to kindle the excitement of the unspoken majority and the unspoken minority, and ways to discover and mobilize the exchange of gifts and talents of many citizens.

Sometimes the language or words that you read in "OurBook is YourBook" may have various meaning to yourself and others. We have added in Appendix C, a list of definitions that we have developed called **"Words-Words-Words."** We hope it will assist you in further developing your understanding of Community Building in theory and in practise.



"Ideas/Thoughts/Brain Joggers"

II. IT IS TIME TO TALK ... The MINDSHIFT



Key Words

assets~~ gifts~~
community~~ capacity~~ catalyze~~
interdependence~~ mobilize~~ potentiate~~

Building from within, Community Capacity Building, is a way for you and your fellow citizens to nurture and recapture that "community and family feeling." Community Capacity Building stimulates creativity and thought, and opens the doors and windows providing "fresh air" for citizens and communities to create communities where there are "no longer strangers." Community Capacity Building mobilizes and potentiates the citizens' and communities' resources/assets/gifts and talents and nurtures the economic and relationship development within a community.

Unfortunately citizen and community resources and assets are often undiscovered, untapped, and unconnected. Our competitive, high tech, time sensitive, service driven, political culture and society have not been conducive to people talking and sharing with each other. As a result, the vast array of citizen and community gifts, talents, and resources go unrecognized, unconnected, and unrelated.

It is time to make the mindshift. Nurture new thinking and to challenge the ways which are service and systems - it is TIME to TAKE TIME to TALK~~~~

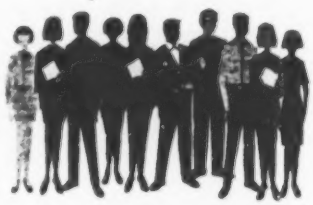
Isn't it odd that in a time when the communication technology is at such a fevered pitch - Internet, cellular phones, fiberoptics etc., people are relating less and less? We do not see neighbours knowing neighbours. We see more fences, security systems and window bars being installed. Our society seems focussed on safety and security. Because we don't develop relationships and get to know each other, doubt, mistrust and caution are common. Why are things this way? What can we do? The answer to the <u>why</u> is complex but the answer to <u>what can we do</u> is EASY!! - START TALKING!!

Isn't it great when you discover a talent, skill or experience that someone has when you have judged the person to be <u>not so nice</u>. You discover they are quite different and <u>actually nice</u>, because you both took time to talk. Isn't it even more wonderful when you discover there is something you both enjoy or can share? Isn't it even nicer when you actually share it?? This is how friendships and relationships begin. The way systems and society are today makes it difficult to nurture personal connections - there is no time and it doesn't seem to fit the corporate or social structures. In systems the group is the focus - not individuals - and there is little connection between home/play/pleasure and the job.

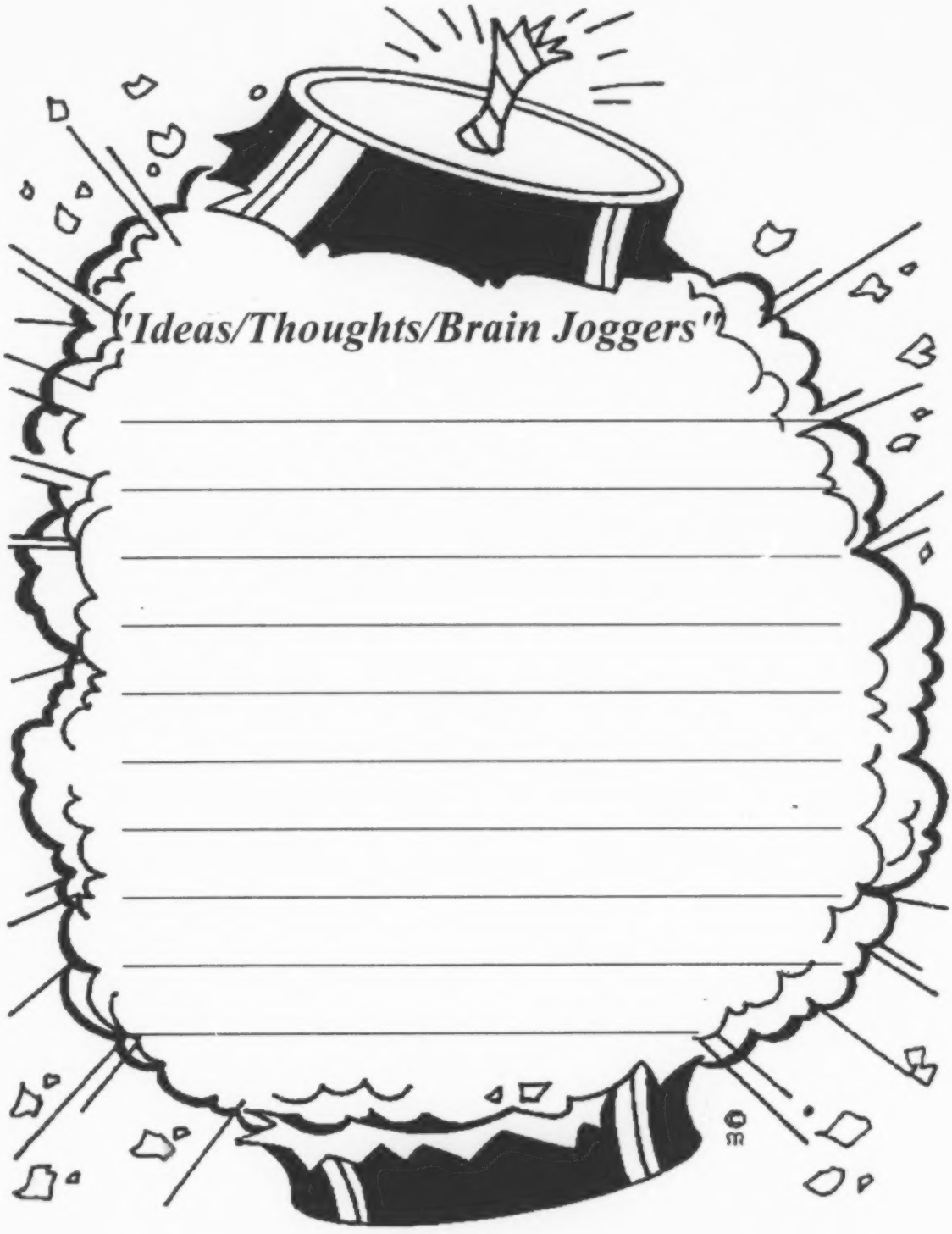
We have been so surprised to hear neighbourhood people say things like -

- "Nobody has ever talked to me in person about this before, yes I would like to get involved!"
- "I didn't think anyone would be interested in having me help."
- "This is so positive, where did this come from?"

The Canadian and American social and economic systems have been formed at the expense of friendships and meaningful relationships. People do not know how to talk, link, and connect! The present Canadian social context prevents people from learning and talking with each other - fear for personal safety, stereotyping, stigmas, racism, economic disparity, large systems orientation, group think - all these are barriers to people talking, and finding new friendships and relationships!!



Community Capacity Building is openness and conversation; it nurtures sharing, rather than competition, and lays the foundation for community growth. Community Capacity Building catalyzes people to talk, link, and share and encourages the recognition of the gifts and capacities of everyone and the interdependent nature of our lives. Community Capacity Building focusses on developing relationships based on what you <u>have</u> to build on, your assets, <u>not</u> what you do not have. The negative-needs lenses change to positive, asset-based lenses.



"Ideas/Thoughts/Brain Joggers"

III. WHERE ARE WE - WHAT HAS HAPPENED?

Boxing ....

How to break out of the box.

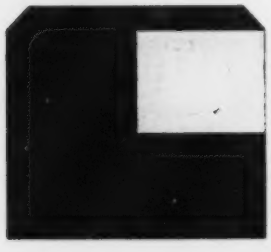
Key Words

"be"ing~~	**boxing~~**	**breakout~~**
controlled ~~	**dependency ~~**	**disable~~**
institution~~	**system~~**	

Systems (education, health, social, etc.) have dictated that everyone fits in a "need box." Our Canadian society and culture has used labels, compartmentalizing, departmentalizing, hierarchical management, bureaucratic structures, and convoluted abbreviations that seem to ensure everyone depends on the services of systems.

Canadians have created a mammoth network of institutions to "look after" the members of our society. We have health care, public education system, employment insurance, welfare, disability subsidies, and old age pensions. We are proud of this "safety net" as proof that we, as a society, care. But is being "looked after" to the extent that Canadians are, the same as "care?" Can we be "looked after" too much? It's common sense that "looking after" a child for too long will keep that child a child forever! By continuing to label citizens as needing "looking after," social services often create dependencies. This is beginning to be recognized for programs like welfare and employment insurance.

At the same time, our institutions are designed to look after or fix specific "parts" of the person. Attempts to categorize/departmentalize or **BOX** the whole person causes them to become fragmented and the parts analysed and treated with little recognition of the relationship or interdependence between them. Different institutions or systems look after the different boxes. Our physical health is looked after by a medical/health system, our financial security by a government system of employment insurance, pensions and welfare, and our emotions by a system of services providers. Once again, it seems to be common sense that individuals can not, and should not, be boxed; for example, physical health is related to mental health and to financial security.



"Boxing" rapidly confirms and perpetuates the dependent and fragmented way of life through which, the health, social and education systems in Canada have been developed. Citizens are "categorized" and "serviced" according to their deficits or needs that are most often predetermined by the system!! "Needs labelling" and "boxing" leave very little opportunity for citizens to develop a belief in interdependence and self-responsibility. Any possible discovery and recognition of the

gifts and strengths that a person has is disabled and undermined by the boxing of the system.

Have you ever seen a hospital admission form, a social service intake form, a public health form, or an educational institutional form that gives people credit and recognition for their strengths and gifts, let alone one that encourages sharing? The system has forms and processes that focus on needs that feed the system - the forms and processes of the systems do not liberate. People are controlled by systems and their service providers, who themselves are dependent on the needs and boxes created by the system for their job security. Most often the systems environment precludes citizens from recognizing the gifts and capacities of each other and the development of friendships and relationships.

> ***You are old so you "need" help, you are a single parent with no job so you "need" parenting skills and social assistance. Oh yes, I am old - I do "need" help, and oh yes, poor me, I am a single parent with no job, I do "need" help! Community development within the service sector has meant working with the disadvantaged and working with - "half empty cups"!!***

But don't we all have needs and deficiencies? People all have cups that are half full ***AND*** half empty. It really is a question of which half you concentrate on, and which is a building block upon which citizens and communities can develop?

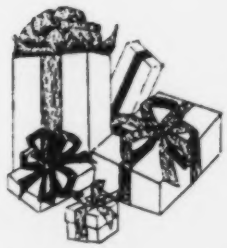
We believe that community building happens by **"building on what you <u>have</u> rather than on what you don't have."**

Can you see how boxing happens when you look at "need - labels" only? Can you think of your own examples of how both the service provider and the citizen are forced to "box"? Social workers, employment counsellors with government employment agencies, health care workers, teachers, medical practitioners - the way they interact with citizens, and care for people is a product of the service systems. Can you see that even changing a few questions on a system form could be a small beginning to a shift from dependence to interdependence?

If you were asked, "is this cup half full or half empty, what would you say?" As John McKnight so aptly states, the obvious answer is YES!! John McKnight and all Community Builders recognize that everyone has gifts <u>and</u> needs. Community Building only happens, however, when we focus on the <u>gifts</u> and when these gifts are mobilized to build community. A community cannot be built on the needs and scars of its citizens.

What if we talked to everyone, not just serviced and advocated for people? What if we talked to older citizens, learners, the unemployed, clients and patients, and focussed on the talents and gifts (those acquired through work, family and community experiences) everyone has to contribute to each other? What if together we talked and shared life experiences, talents, gifts, and skills? Would that make a difference in how citizens view their "need" for a service and how the service providers view them? Would citizens be more interested in taking responsibility for themselves and others? Would service providers let that happen? Would new friendships and relationships develop?
Can this "reframing" happen??? ..... **YES!!**

That is what Community Capacity Building is all about - "breaking out" of the service forms and documents, the needs assessments and the structured paradigms and **"boxes"** of the service driven systems. It means together discovering the wealth of shared experiences, resources, assets and gifts of citizens and their communities; focussing on the "half full cup" and capitalizing on that! Community Capacity Building is everyone discovering, connecting, sharing and "mobilizing the gifts and capacities" (McKnight 1995) of the community and its citizens.



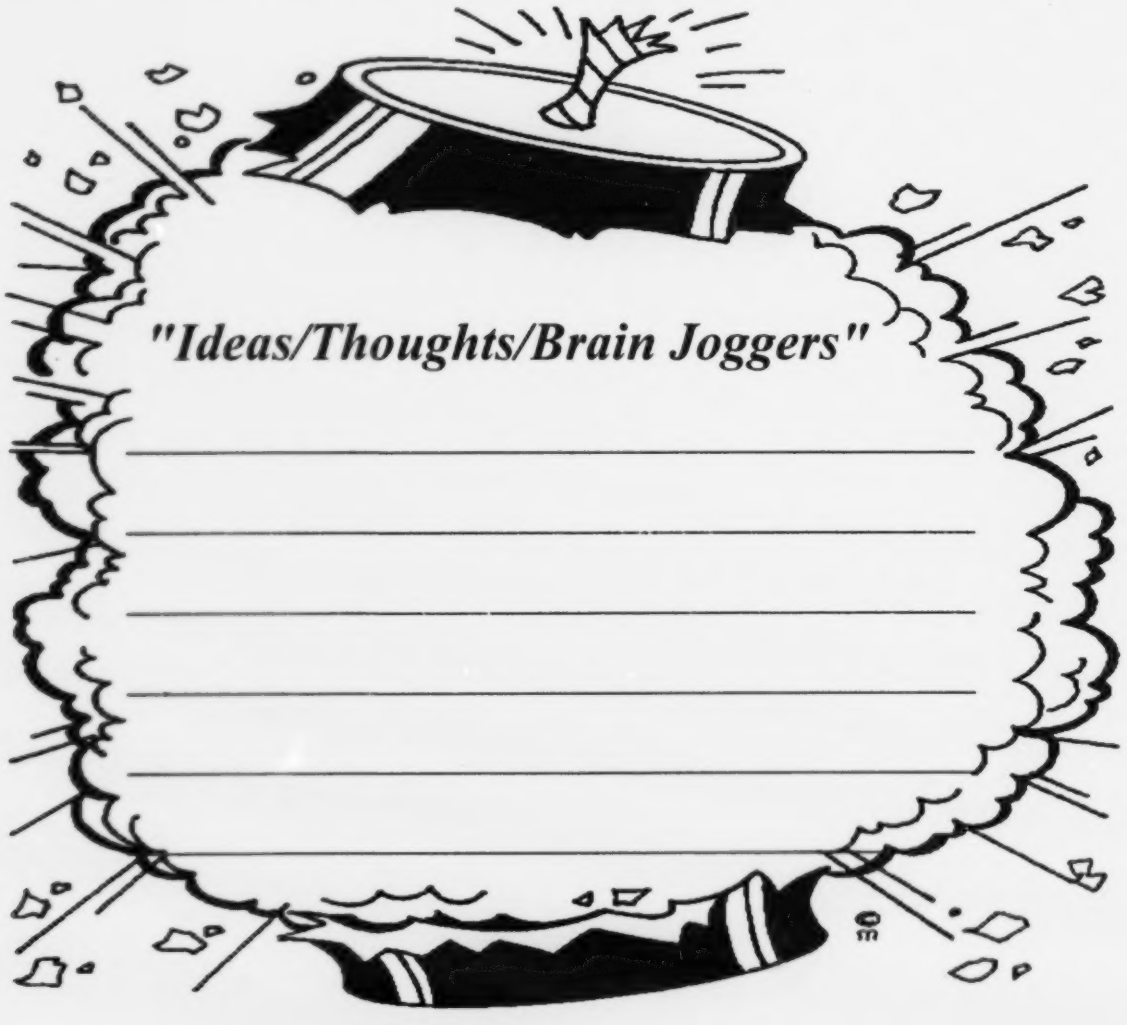
Community Capacity Building implies shifts in power and responsibility. The outcomes of Community Capacity Building are citizens sharing their gifts and capacities and truly caring and supporting each other. This picture can be intimidating and threatening to professionals and even to citizens themselves. Over the last few decades service providers have done most of the deciding and looking after, at the huge expense of the sharing spirit, the delights of interdependence and the pleasures of "be"ing together.
The Community Building "picture" shows power shifts and changes in control; this happens when a community and its citizens begin building on their gifts and capacities and begin talking, connecting and sharing with each other.

John McKnight and Alexis de Toqueville -

There is a community when a group HAS the power to decide what is a problem, the power to decide how to solve the problem, and the power to become an active part of implementing the solution.

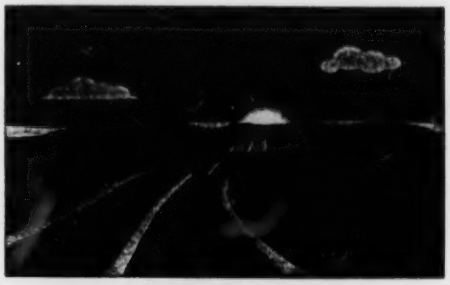
It is very difficult to predict what will happen as Community Capacity Building takes off; in other words, you may not know from the start what, if any, program is going to be the end result. We have been asked so many times to tell others about our program and we have to explain - **this is not a program**, it is way for communities and citizens to discover each other, to connect, share new friendships and build their community as ***they*** want it, rather than how systems want it!

Community Capacity Building is exciting - it means challenging the way of systems, talking with each other, re-thinking our work and practise, expending lots of energy, and being persistent. The outcomes of Community Capacity Building are seen at all levels of social and economic activity of the community - citizens get to know each other and begin to support and share with each other, new small businesses and partnerships emerge, and community involvement and action is the norm. Community Building is not new, it has always been part of the natural supports that we find in families, friends, and relationships; Canadian aboriginal people have always believed that the community has the solutions. We have much to learn from them. Adult education has always been guided by the life experiences and abilities of adult learning and on using these to enhance the learning experience. We all have examples from the present and we all have stories from community life in the past. These examples and stories show how we are enriched through the inclusion, relationship-building, and sharing of Community Building. There are many stories to tell about the rewards and challenges of Community Capacity Building that we have seen - (Appendix D has a few)!



IV. GETTING THERE - language, values and assumptions

The words that make up the language for the actions.



Perplexed by the mismatches between words and actions of others, and ourselves, we formed our own "dictionary" for the words used in Community Capacity Building or Asset-Based Community Development and called it "Words - Words - Words," (Appendix C). The explanations are not static because Community Capacity Building is not static - experience enhances and adds depth to the meaning of all the words; these are the explanations for now! The explanations are not the dictionary version either, they are our explanations that have been useful in guiding our actions. Remember to always be open and that words are okay ***but*** actions DO speak louder than words - be a listener and an observer and ask of yourself and others ***"Do your actions match the language you are using?"*** The words capacity, community building, assets and resources are buzz words right now. Strive to see that your actions match the meanings.

The Values and Assumptions

Where now? Your head is full of capacity, assets, gifts, potential, community building, potentiating, interdependence, boxing, needs and so on. Community Capacity Building happens in action by citizens talking and sharing, and we believe it is based on the following values and assumptions:

Values

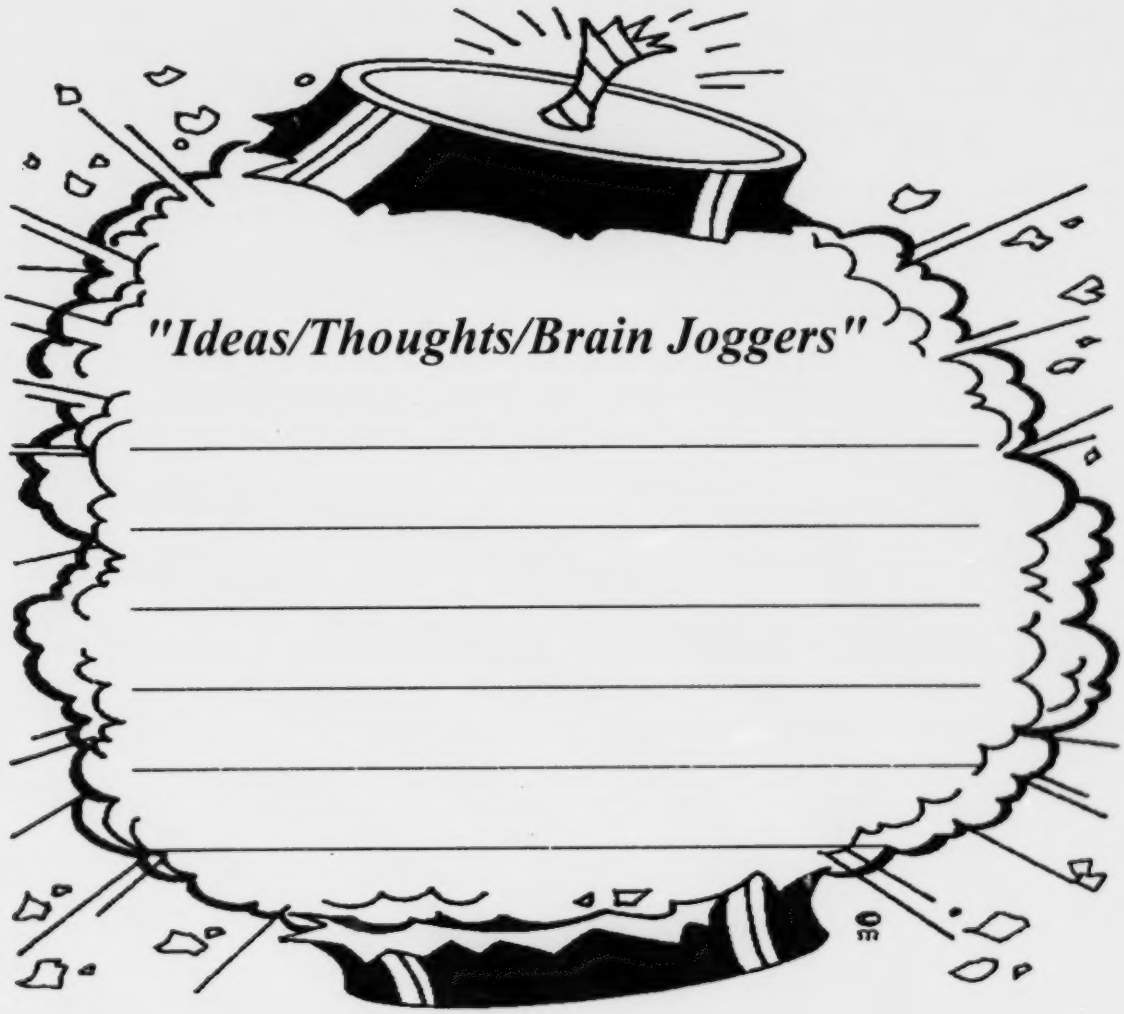
- each person is unique and creative, and cannot be stereotyped, boxed or labelled
- the spirit of community - people sharing in friendship and openness

Assumptions

- every citizen has gifts, assets, talents to share and is a resource to the community
- natural helping systems exist within the community
- every citizen in the community has needs
- the ideal life context is where work, play, family and friends are all key to the whole; one does not stop where the other starts
- citizens want to be involved in their community
- citizens want the support and friendship of others in order to be happy and healthy
- groups are made up of individuals, each of whom are unique
- community can mean whatever you want it to mean, but it does mean power to act and get results

- sustainable communities are built on the strengths/assets of the citizens, and it is these strengths/assets that will sustain the healthy development of the community

What do you think? Are there others you would add?



V. ARE YOU READY to meet the

Challenge?

The Steps To Capacity Success that will be explained in our next book ("Making It Happen - Community Capacity Building & Asset Mapping"), moves the Community Capacity Building thinking into action and guides you on how to create your own asset map. We will share the key elements of a process that we have seen to work, one that focusses on the assets and resources of citizens, businesses and associations. In "Making It Happen - Community Capacity Building & Asset Mapping" we also share what we, and many communities and groups have learned as Community Capacity Building projects have been created and implemented.

The Reference List and the Other Contacts & Training Sources in this book may also be useful to you as you begin to consider putting the theory and thinking behind Community Capacity Building into action, so we ask you.....

- **Have You Made The Mindshift?**
- **Are You Ready to Meet The Challenge?**
- **Can You Answer The Question -**
  Why Focus On Building On Community Capacities and NOT a Needs Assessment?
- **Can You Explain Assets, Capacities, and Community Capacity Building To Others, and Focus on the Half Full Cup?**

YES you say? THEN YOU ARE READY ...

on to...

"Making It Happen -
Community Capacity Building & Asset Mapping"

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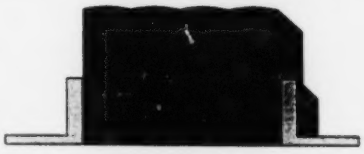

VI. REFERENCES and OTHER CONTACTS & TRAINING SOURCES (these may assist you to further understand Community Capacity Building) * Most Valuable

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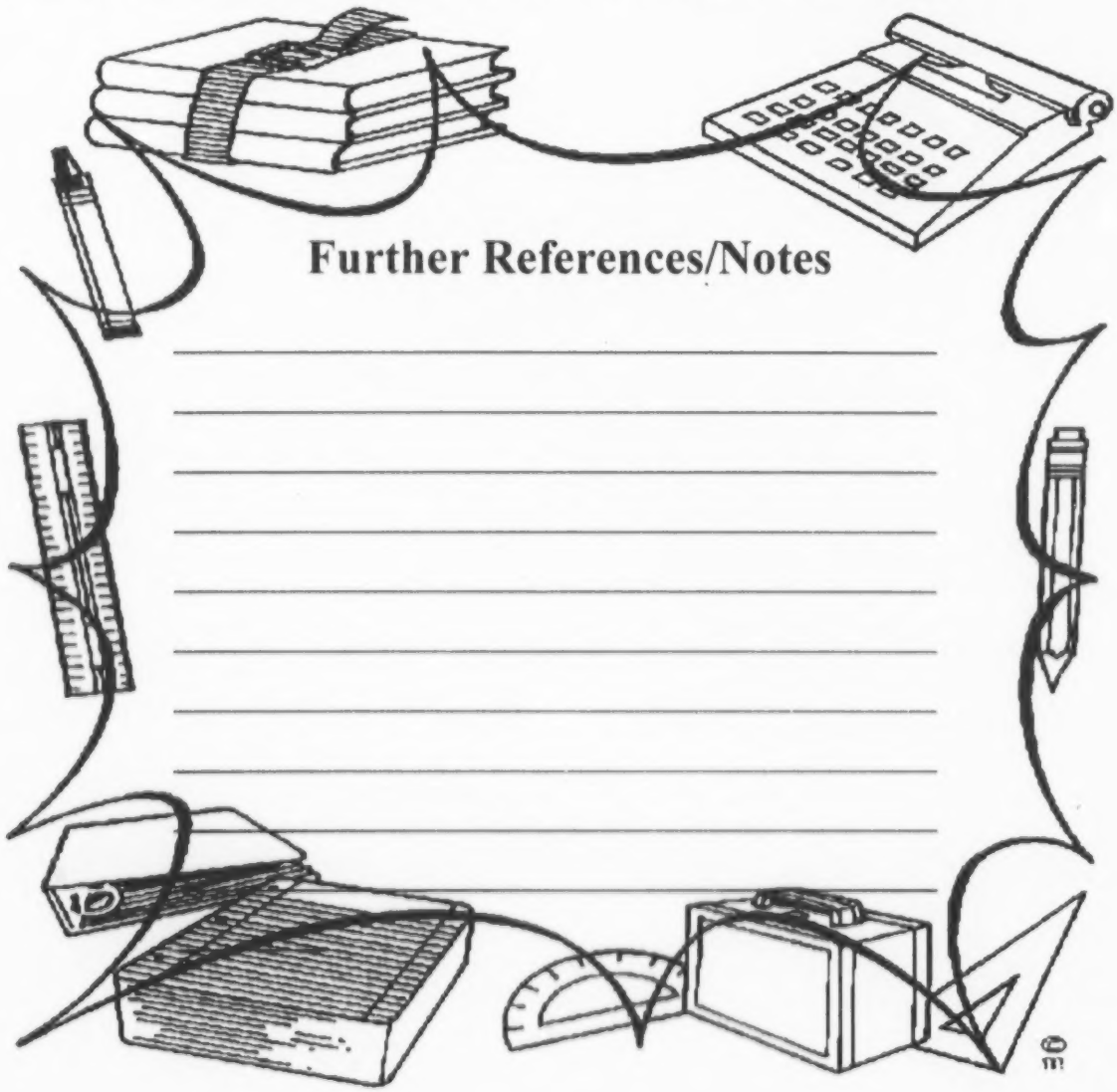

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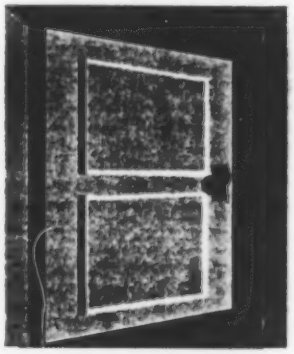
Other Contacts and Training Sources



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VII. APPENDICES

Appendix A

Community Development "Building On Capacities Philosophy"

Appendix B

- Community Capacity Building and Asset Mapping: Model Summary
- Spiral with Steps to Capacity Success

Appendix C

Words - Words - Words

Appendix D

Community Building and Gift Sharing Stories and Challenges

Appendix A

"BUILDING ON CAPACITIES PHILOSOPHY"

Community development practising the philosophy of building on capacities and community building is an effective way to animate, connect and inform citizens. It is also a catalyst for the community to discover, access, and mobilize unrecognized resources in the community.

The idea of Building on Capacities comes from the belief that everyone has a talent or gift to share with others. These special gifts are often untapped because people may not realize the talents they have are special, unique and valuable to others, or they may never have been asked to share their gifts. Often people require a connection to start talking and sharing. A community dialogue (using the Steps to Capacity Success) includes everyone; it encourages conversation and the development of linkages so citizens can become acquainted and be willing to support each other. Building on Capacities is inclusive and nurtures inquiry and connecting around the gifts and capacities citizens have to share. Building on Capacities does not mean searching for the "needy" and the community deficiencies, rather ***it is connecting and talking with many citizens, providing a way for citizens to talk and to share their gifts and capacities***.

A healthy community will be built on the strengths and resources of all the citizens of the community, not on the weaknesses and deficiencies.

A model for Community Capacity Building and Asset Mapping has been developed based on the work of Kretzmann and McKnight (1993), in consultation with J. McKnight and in partnership with a west Edmonton Community League. This way or path, emphasizes the positive - *community strengths and capacities* - and stimulates the development of an animated and activated community, increased business opportunities, and volunteer supports for community citizens.

A pilot was conducted in a neighbourhood in Edmonton, Glenwood, asking "*What supports for health would you be willing to provide to citizens in your community on a volunteer or fee basis?*" (Summer and Fall 1994). The pilot was in partnership with the local Community League. The number and wide range of community supports for health and the connections and partnerships that were discovered were far greater than expected. This neighbourhood group is now moving on to determine their community planning strategies with some of the interested respondents. This pilot was used to develop a model/path for conducting further "Community Capacity Building & Asset Mapping" projects using the Steps to Capacity Success.

We have shared this model/path and pilot project with other Edmonton and Alberta communities and groups.

The exciting outcomes of Community Capacity Building & Asset Mapping using the Steps to Capacity Success are:

- a direct link for health to an informed and animated community
  PLANNING
- a mechanism for health and other systems to truly listen to the community citizen and for the community to actively participate in health planning
  PLANNING
- an informed community
  ACTION and PLANNING
- emergence of groups of citizens who can speak for and to their community
  ACTION
- the formation of meaningful partnerships and networks within the community and also with other communities
  ANIMATION and ACTION
- animation of citizens in the community
  ANIMATION
- identification of the assets and resources community citizens, associations and businesses have to share with the community
  CONNECTIONS & RESOURCE BASE

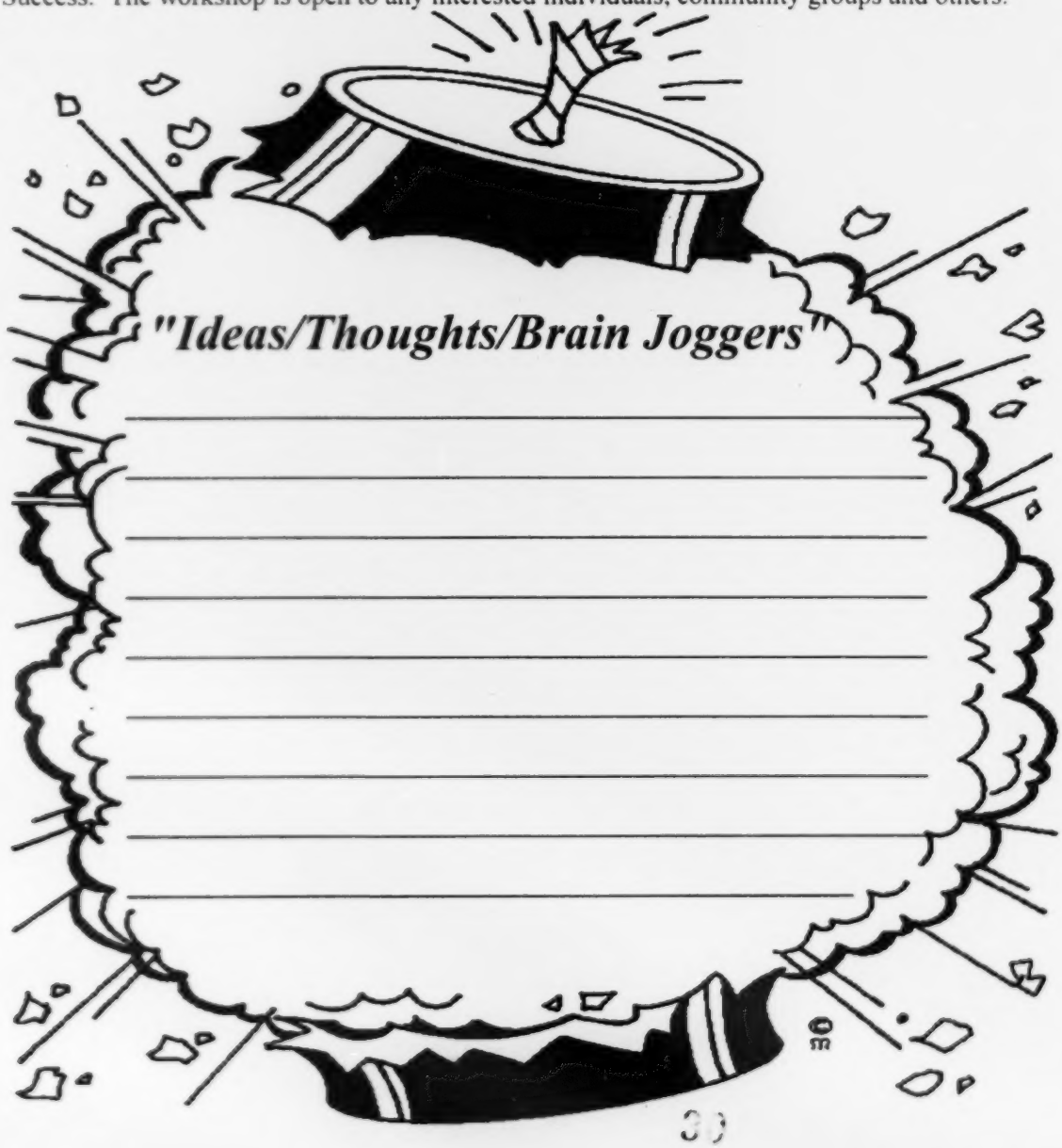
Community Capacity Building & Asset Mapping is a partnership between citizens, neighbourhood groups and businesses. The groups usually create a final report, a summary feedback report and an asset map.

Other Community Capacity Building & Asset Mapping projects have been in partnership with small towns, neighbourhood groups, a children's services group, a group concerned with food security, businesses looking for resources for stress relief, a group concerned about recreational supports for youth, and an alternative school looking for community connections for students and other geographic communities.

There is presently, community follow up activity and action with many of these groups, for example:

- A Neighbourhood Resource Centre and Resource Directory has been created in Oliver.
- A Resource Directory with history tidbits, and environmental and cooking tips have been created in Glenwood.
- A new Business and Citizen Neighbourhood Watch has started in Glenwood.
- Small Business Development is beginning in many of the towns and neighbourhoods.

A workshop has been developed to share, the "Building on Capacities" concept and model and how to begin "Community Capacity Building & Asset Mapping" by using the Steps to Capacity Success. The workshop is open to any interested individuals, community groups and others.



Appendix B

COMMUNITY CAPACITY BUILDING & ASSET MAPPING: MODEL SUMMARY

SUMMARY

There are new opportunities as changes in health and social systems shape and open "new ways" for community centred and driven initiatives. The Community Development Office of the Caritas Health Group in Edmonton, Alberta conducted a pilot project in community capacity building, surveying, and asset mapping, with the Glenwood Community League in the Summer and Fall of 1994. The project provided an opportunity to begin the development of a model for Community Capacity Building and Asset Mapping. The goals of "Community Capacity Building & Asset Mapping" are to: discover the assets and capacities of a community, design an asset map that graphically shows the supports and their connections, develop a community resource for community supports, and connect and animate community citizens to begin community centred action and planning.

This update adds to the steps already delineated in the community capacity building, surveying, and asset mapping model. Many other "Community Capacity Building & Asset Mapping" projects, using the Steps to Capacity Success have been completed since Fall 1994 providing the information for these enhancements to the original Fall 1994 document. A "Building on Capacities" workshop has been developed to provide community groups and service providers with an opportunity to develop an understanding of "Community Capacity Building & Asset Mapping" and the Steps to Capacity Success.

KEY MODEL ELEMENTS - "STEPS TO CAPACITY SUCCESS"

The six key model elements delineated here are what we have seen to be the common starting points for "Community Capacity Building & Asset Mapping."

1. DEFINE THE QUESTION AND THE FOCUS

- participate in a "building on capacities" workshop
- get together and talk abut Community Building

2. **INITIATE**
   - establish key community contacts
   - refine questions
   - develop community partnerships, networks and links/working groups
   - complete a community "walkabout" and gather community profile information
   - make use of existing research resources (ie. key print and technological resources with the community)
   - confirm geographic boundaries (if appropriate)
   - inform community members via their newsletter, the media and by attending community gatherings/ meetings
   - develop goals and objectives
   - develop timeline

3. **DESIGN QUESTIONNAIRE and DATABASE**
   - design questionnaires for individuals, business/ associations or any groups which are to be included.
   - for ease of database design, write questionnaires in logical order and ensure that each question requires only one answer.
   - set up separate databases to complement each questionnaire

4. **CONDUCTING THE SURVEY**
   - develop a comprehensive list of all businesses and associations
   - develop a paper description of what you are doing to give to each questionnaire respondent or contact
   - develop a plan for interviewing citizens, businesses and associations
   - conduct a volunteer training session with volunteers
   - initially administer questionnaires with as many project partner members as possible
   - connect with key people in key organizations - interview and complete a questionnaire with them
   - conduct questionnaires with owner/manager/supervisor in the organization
   - expand organization lists as questionnaires are completed and new information emerges
   - conduct questionnaire in person whenever possible to ensure relationships are developed
   - during administration of the questionnaire make the information sharing and gathering mutual
   - data input

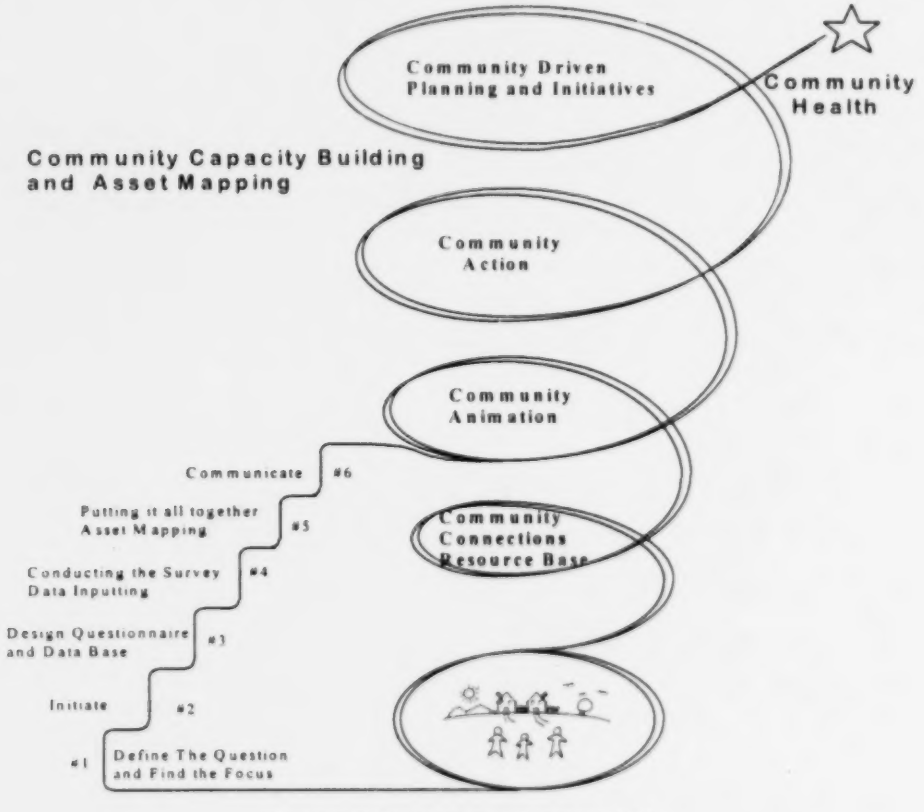
5. **PUTTING IT ALL TOGETHER**
   - create an asset map from the information you have to date
   - describe what happened and discuss the results to date through a written account

6. COMMUNICATE

- develop a summary and send a copy to all survey respondents
- present copies of the written account to all key parties
- communicate results with communities and groups inside and outside the community/ies that navigated the Community Capacity Building & Asset Mapping project
- keep a record of to whom the written account and summaries have been sent

CONCLUSION

The **Community Capacity Building and Asset Mapping Model** can be applied in any setting. Community Development, Community Care and Public Health and *"Community Building Resources"* have been involved in a variety of Community Capacity Building & Asset Mapping Capacity Studies in urban and rural neighbourhoods finding answers to questions about supports for health, food supports, supports for stress management, recreational support for youth, community connections for youth, and supports for children. Remember these elements, often called the Steps to Capacity Success, are only the beginning for "Community Capacity Building & Asset Mapping." The full accounts of some of these are available upon request from the Community Development office, CHA - Community Care and Public Health SW/SE Networks and *"Community Building Resources"*. Please feel free to contact us if you have any questions.


Community Driven Planning and Initiatives
Community Health
Community Capacity Building and Asset Mapping
Community Action
Community Animation
Communicate #6
Putting it all together Asset Mapping #5
Community Connections Resource Base
Conducting the Survey Data Inputting #4
Design Questionnaire and Data Base #3
Initiate #2
#1 Define The Question and Find the Focus
Community Development - December, 1996

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Appendix C

Words - Words - Words

Building On Capacities - TERMINOLOGY
(what these words mean to us in the "Building on Capacities" context)

Alliance
Groups getting together to do something - a new buzz word for partnership.

Assets
Skills and abilities that are of value to one's self and others.

Asset Based
An initiative which evolves from individual abilities and capacities and nurtures interdependence.

Asset Mapping
A visual representation of the resources, assets, and gifts discovered within a community of individual citizens, businesses, and associations through Community Capacity Building. The map illustrates the existing connections or the potential connections between groups and/or individuals.

Association
A not-for-profit organization that can be either government or non-government.

Building on Capacities
- Recognizing the gifts/assets/talents of each person within a community. Discovering and sharing these gifts with each other and reaching full capacity together - limitless possibilities.
- Building and growing from within the community and from within an individual. The citizen and the community are recognized for their strengths and abilities and the community building is based on where they are and who they are with their unique skills, abilities, and gifts!!

Business
A for-profit organization.

Capacity

The potential for sharing assets, gifts, and talents. To reach capacity, citizens recognize and are willing to share gifts, assets, and talents. This word is becoming a buzz word!!

Capacity Building

- May only mean "adding on," not utilizing what a person already has in terms of gifts, assets, and talents, so this is an add on, not a building on *AND* resourcing from the gifts, assets, and talents that a person has.
- This term may be used in the Human Resource and management areas, when they market new courses within health and social reform context (buying into the lingo). Be careful!! often the individual can be stereotyped and existing gifts/assets and talents are not acknowledged.

Collaborate

Individuals or groups working together in an atmosphere of sharing to accomplish common goals.

Collective

Together (As in collective action)

Collective Action

Combining resources and working together toward the attainment of a common goal.

Community

Whatever one wishes it to be - but it is always

- more than one person
- sharing
- commonalities

John McKnight and Alexis de Toqueville

There is a community when a group HAS the power to decide what is a problem, the power to decide how to solve the problem, and the power to become an active part of implementing the solution.

Community - *Connections - Animation - Action*

There is a continuum between these three:

- **connections** are natural partnerships or linkages that exist or have the potential to exist among individuals and groups and may result in...
- **animation** is the development of spirit and enthusiasm within individuals and groups and may result in....
- **action** is shown when initiates are driven by community citizens (outside of but potentially supported by, government and agencies), they are driven by individuals having common interests.

Community Assessment

New terminology and may mean all inclusive information gathering and sharing about the community - needs, resources, gaps etc.

Community Based

A formerly centralized organization has split up/decentralized and now is set up and delivers services in the community.

- developed and run/serviced by service providers.
- service providers are the drivers and the doers.

Community Building

Positive change happening in a community catalysed by focussing or potentiating the assets, resources and gifts of citizens, businesses and associations.

Community Centred

Created and driven by individual citizens and community groups within their living context:

- developed and implemented by community citizens
- community citizens are the drivers and the doers (community driven)

Community Development

Can mean many things to many people and is always changing - now a buzz word!!

Community Focussed

Community groups and some individuals have had some input into the initiative, the initiative may answer some of what the community wants - the community probably is not directly involved in development and implementation.

- developed with some community consultation (usually focus groups), implemented by service providers as the drivers and doers.

Community Health

Reflects the responsibility and capacity of a community to create, promote, and protect health and to support those whose health is threatened.

Community Health Development ***(and CommunityDevelopment)***

Can be the same, however **Community Health Development** is more Health centred and is the term used right now by Public Health Services - Capital Health Authority. The **Community Development** model used in some cases may not be building on capacities, however, you have to see how things are done and by whom.

Community Health Status

Burdine and Felix have done a lot of work in this area with the Medical Outcomes Trust and the questionnaires, "Short Form 36" (SF36) and "Short Form 12" (SF12). The health status approach is also used as a community animator. It looks at measuring the health status of a total population in specific subgroups, and determining factors producing health/ill-health and developing interventions to improve health and understand problems and solutions. This group does go into the community and has focus groups etc., and uses the SF (administered to individuals) to see the now picture and how the results compare to the norm. The community then looks at the major issues in relation to the norm. The initiatives that this group has led have usually been with public health, (refer to Healthcare Forum 1995 material).

Community Organizer

A member of the community, could be an outsider, who takes the initiative to gather people and resources to act around the development of that community.

Community Outreach

"Recruiting for government programs - using the community's trust and then abusing the trust by programs being developed without community as a meaningful partner."
(Molly Cooley Portland, Oregon)

Community Profile

A snapshot view of a community which usually includes demographic information and a summary of observations made during a walkabout/ driveabout.

Cooperate

Individuals or groups working together in a mutually beneficial and open way.

Dependent

This is one way. The capacities of one person are fed by the deficiencies of another. This one way never changes - one is dependent and the other always independent. Capacities and control originate from one person, not shared between two.

Empowerment

May mean different things to different people. There are two predominant thoughts:

- believing it is in your power to pass power to others. It is false power, however, because it was not initiated from within the individuals. It can be taken as easily as it was given.

OR (the definition we believe is correct)

- recognition of the power already existing in others - nurturing another's ability into a state of sustainable "power."

Facilitator

A person (or group) who supports a group of people, not by leading, but by assisting them in discovering, developing, and realizing their own direction, goals, and outcomes.

Gifts

Skills, abilities or qualities that are perceived as unique or special by the individual and those with whom the gift/s is/are shared.

Government Association

An arm or department of the government, not in the business to make money.

Health Promotion

Setting better health as a goal and managing the process of change toward the goals are crucial elements of health promotion. (How do we make the school/workplace/city a healthier place, in order to support X in practising healthier behaviour?)

Individual

A citizen or member of a community which may be either geographic, cultural, or topical.

Individual Citizen Action

Action which is initiated and driven by individual citizens. This action may be accomplished with service providers as resources.

Interdependent

This means two way sharing. There is give and take on both sides, the capacities of each are shared and people and groups are working together. The group requires each others capacities to be effective; they are interdependent. There is an ebb and flow to the exchange. Everyone has something to contribute and their time for contribution will arise as they share with others. All have power.

Needs Assessment

Asking "what do you need?" Needs assessment identifies needs and gaps and does not engage people in the process. It is a dead end street that perpetuates the medical and social service provider model unless the starting point has been focussed on the assets of the community and the citizens. The needs assessment approach can be modified to ask "what are issues for you?" which at least allows some action because an issue opens the door for discussion about solutions.

Needs Based

An initiative that is developed from deficits and inabilities and creates dependencies.

Non-Government Association

Any other association which is not under government but may receive government funding and is not in the business to make money.

Non-Visible Association

Usually an informal group that may not have a space of their own to meet and therefore is not easily located either visually or through a directory.

Partnership

Two or more groups or individuals joined in a shared and mutually beneficial relationship, working toward a common goal.

Potentiate

Make more effective and to make full use of what you have.

Public Health

The art and science of preventing disease, prolonging life, and promoting health through organized community effort.

Resource and Information Gathering Study

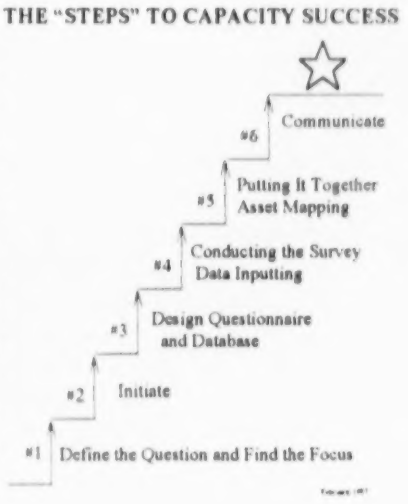
Information gathering about the resources, skills, and assets in place in the community. This is information gathering only and does not nurture community connecting, animation, or action. Information is gathered from sources such as directories, phone books, and a walkabout.

Service Providers

Individuals who provide professional expertise to others.

Steps to Capacity Success

May be used as a guide to initiate Community Capacity Building. The steps nurture the discovery of resources, assets, and skills existing within a community. The steps encourage connecting and linking between citizens, between organizations and between citizens and organizations, to develop an animated and active community where community driven planning can take place. The steps suggest that the group talk to businesses, associations, and individuals to gather information about their assets/skills/abilities and their interest in sharing these with the community. A written account and a newly created asset map are usually included in the steps (refer to Appendix B - Community Capacity Building and Asset Mapping: Model Summary).


THE "STEPS" TO CAPACITY SUCCESS
#6 Communicate
#5 Putting It Together Asset Mapping
#4 Conducting the Survey Data Inputting
#3 Design Questionnaire and Database
#2 Initiate
#1 Define the Question and Find the Focus

Talents

Skills or abilities that people are comfortable sharing.

"The Doer"

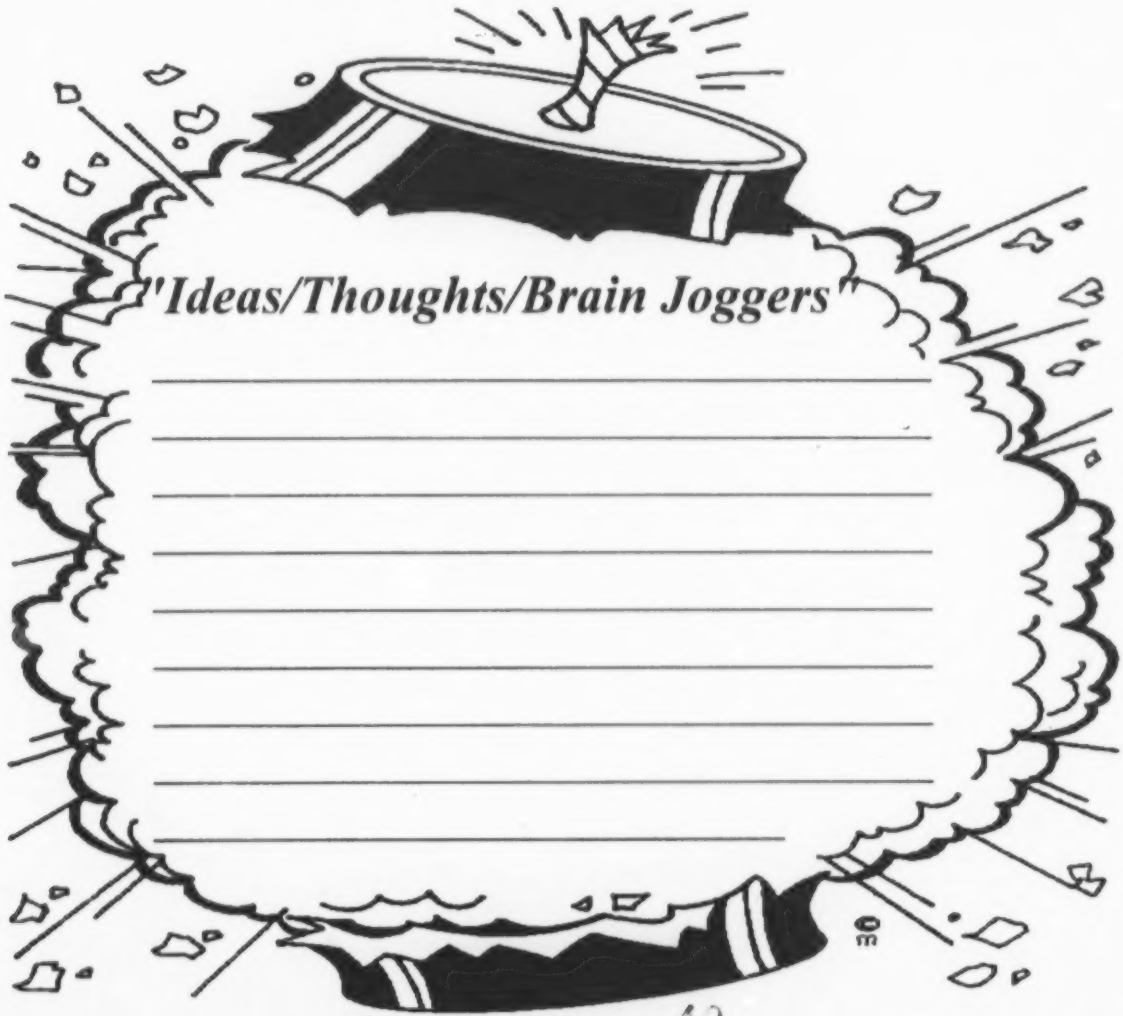
Any community initiative must be by the community itself, not an outside group, organization, or individual. (Although, there may be an outside facilitator)

Visible Association

Usually a formal group that is easily located by walking around the neighbourhood or looking in directories.

Walkabout/Driveabout

Driving or walking around a neighbourhood observing things and uniqueness in the neighbourhood. These observations could range from the businesses and associations seen, playgrounds, security systems, lawn maintenance, house appearance, numbers of single family dwelling versus multiple dwellings, Neighbourhood Watch, and Block Parents etc.



Appendix D

Community Building and Gift Sharing Stories and Challenges

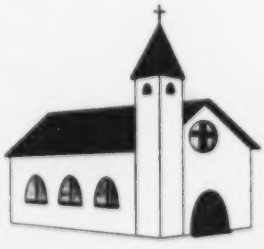
Stories

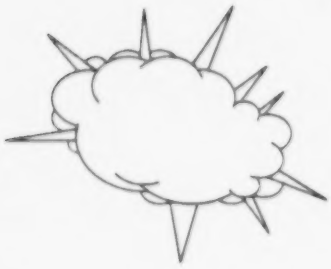
- Henry, a retired gentleman, became an active part of a Community Capacity Building & Asset Mapping project by completing all the data inputting! Every Tuesday and Thursday for three months he shared his gifts. Henry's gifts were his time and his desire to learn how to input data.

- Veronica found a job because she voluntarily shared her gifts of enthusiasm, administrative ability, and community dedication and involvement, with a group working on restructuring children's services. This paid position was a welcomed opportunity for Veronica who was searching for work at the time. Veronica is now in school taking upgrading to get ready to be admitted to the social work program.

- Hilda and Gary, informal neighbourhood leaders, who began to see their communities through asset lenses and have spearheaded projects in their communities that address the environment, the history of their communities and Neighbourhood Watch. They have been instrumental in forming many partnerships with their neighbourhood groups and business, churches, municipal police, a health centre and schools.

- A Baptist Church striving to discover its congregation has embarked on its own plans for gift sharing through Community Capacity Building & Asset Mapping with people who attend the church. They have determined their focus to be the following: "As First Baptist Church continues to grow and change we are wanting to support and nurture its life through the interests, passions, experiences and connections of its people."





- The "Rolling Thunder team" in a small Alberta community, Swan Hills, is working to discover what is great about their town and ways to have everyone feel that they have gifts to share to make the town a healthy place to live. The new high school and its students have been discovered to be real assets to this community building imitative. The students and the principal have assisted in making decisions about the inventory questionnaires, and they have designed the database, and will be inputting all the gift information.

- A small northern Alberta town, Calling Lake, and its dynamic teams of community building early childhood education Moms, the C.H.A.R.L.Y. Pride campaign team (***C***alling Lake ***H***osts ***A***ll with ***R***espect ***L***ove and ***Y***outh), another team is working to find the community's capacities to ensure their children graduate from high school, and another team is stimulating citizen pride in the community and its culture and working to discover ways to grow in harmony with the environment.

- Whitecourt, Alberta, celebrating all that is great about Whitecourt and finding the gifts that everyone has to contribute to the "SPICE of Whitecourt", (***S***piritual, ***P***hysical, ***I***ntellectual, ***C***reative, and ***E***motional). They are now setting up ways for people to connect and share their gifts through the local library.

these are just a few stories
.....we are finding more everyday...
just as you will as you begin, and continue
your community building journey!

Appendix D (continued)

Challenges

We have been challenged by government systems and non-profit human services agencies. We have seen a community and its citizens, discovering and gift sharing, disabled by well-meaning service providers. We have found that the processes, the hierarchical structures, and the confinements of top down management and bureaucratic systems have rendered providers powerless and dependent, and they in turn relate to community citizens and groups in a dependency-promoting, disabling way. We have learned from experiences with a social service agency, and a government driven community initiative, that there are challenges out there. In both situations the service providers took over and citizens lost their sense of belonging and either pulled out or no longer felt valued enough to share their creativity, enthusiasm, and gifts.

From these experiences and others we have learned that Asset-Based Community Building can probably not happen through government initiatives. Community Building happens through the development of relationships and friendships. Community Building happens through citizens talking, connecting and sharing their own gifts and ideas. Community Building happens when citizens take charge and feel responsible for building their own community their way!.

We also learned that if money for a coordinating position is available to the Community Building group too early in the Community Building process it seems to completely change the focus and the spirit. The ownership and involvement of the group members in community building seems to lose momentum and the paid person is expected to do it all. It is essential that as many people as possible be part of the discovery of the gifts and talents. Once the matching and sharing of gifts begin to happen, financial assistance may be helpful for managing a database for the gifts, so the matching and connecting can be sustained.

We also know that to develop a model with steps can be dangerous because the steps may be taken literally and relationships do not emerge.

CAUTION

- Service providers should be involved **only if asked by the community**.
- Government funded community building **must** be led by non-service providers.
- Be cautious about accepting money. Be sure the timing is right so the momentum of the community building increases as a result!
- Relationships and friendships are the key, not the steps to capacity success.

On to.....

"making it happen - community capacity building and asset mapping"

OurBook is YourBook #2

"Ideas/Thoughts/Brain Joggers"

"Thinking About Community Capacity Building & Asset Mapping"

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